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CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

29 November 1963

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT: Inspector General's Survey of the Office
of Central Reference

1. I submit for your concurrence my views on the recommendations contained in the Inspector General's recent report of survey of this office. The survey contained 28 numbered recommendations proposing 42 specific actions. Of the latter, I am recommending concurrence with 32, concurrence in part with four, and non-concurrence with six.

2. In forwarding my responses, a few additional and more general comments may not be considered out of order.

3. I have been struck by the conscientiousness of the members of the Inspection Staff assigned to this survey, and by their constructive, workman-like approach to the problem of inspecting a large office performing diverse and in many respects specialized tasks.

4. At the same time, having reviewed the 1956 IG report and studied the present report, I cannot help but feel that the benefits derived therefrom may be said to be largely in the personnel area.

5. Unquestionably it is helpful to give our personnel a periodic opportunity to ventilate views which tend to be repressed if command channels are the only outlet short of initiating a cause celebre by making a special trip to the IG's office. It is equally helpful to give those who have no complaints, but on the contrary, impart enthusiasm for their situation, a chance to express this to responsible officials outside their own components.

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6. The question is then, does the inspection, as presently conceived, performed by personnel on detail from other offices whose skills in the management field vary considerably and may in instances be an incidental acquisition, accomplish anything significant beyond the personnel benefits?

7. So stated, this question is, I suppose, another way of asking: has the basic concept for staffing and conducting inspections been reviewed recently to make certain that the means are responsive to the desired ends? I raise it only because the procedure is a costly one and past experience with it should enable us to improve upon it.

8. Having raised the question, I leave it for others to answer, and await with pleasure when next the IG will inspect OCR.

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PAUL A. BOREL
Assistant Director
Central Reference

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Concur:

RAY S. CLINE
Deputy Director (Intelligence)

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